



# SEIZING MOMENTS

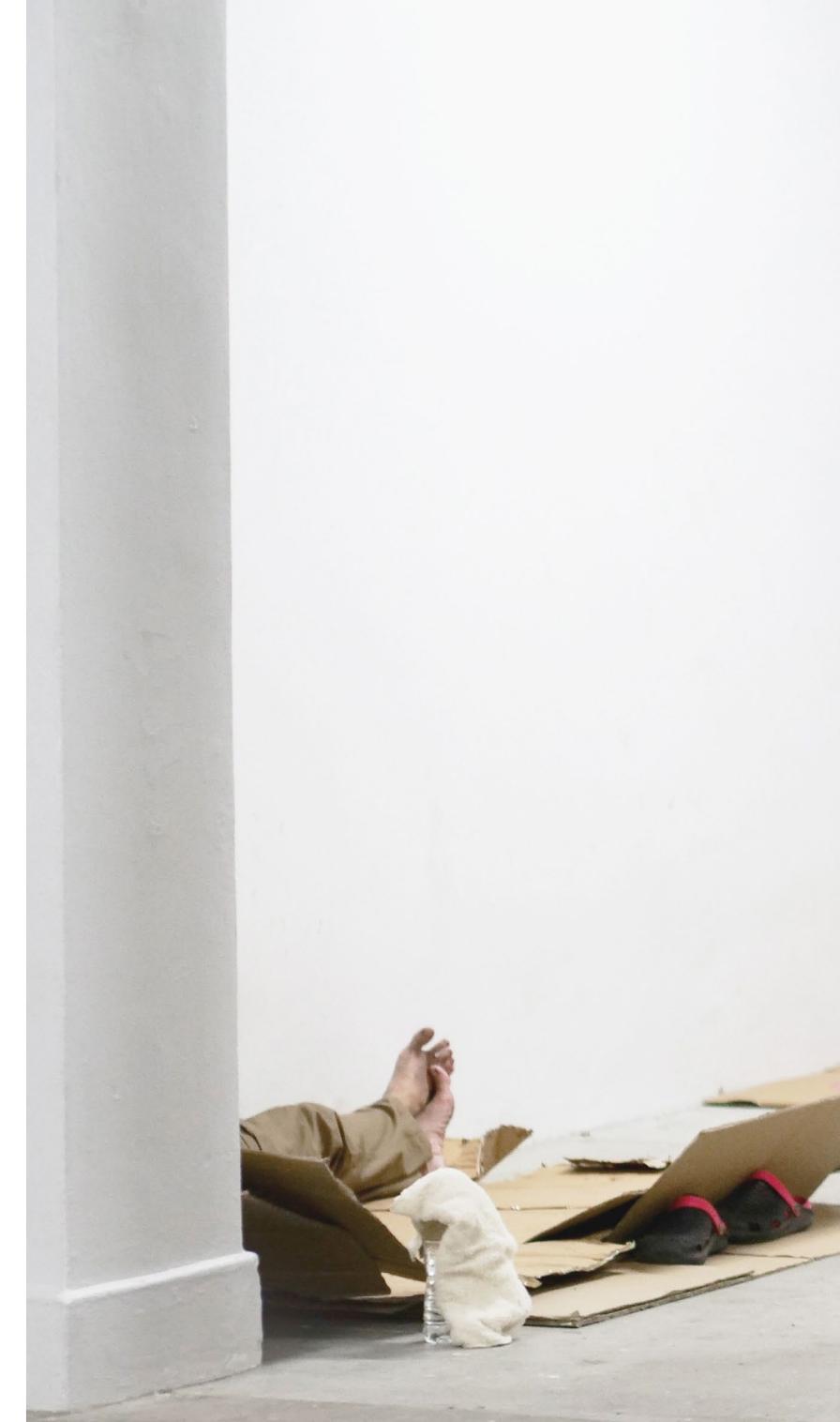
NEW HOPE COMMUNITY SERVICES  
2020 ANNUAL REPORT

We are honoured to be awarded:



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# HOMELESSNESS EXISTS IN SINGAPORE.

In 2019, a study by the Lee Kuan Yew School of Public Policy found that there were around 1,000 street homeless people in our nation. There are also other forms of homelessness. Some stay in inadequate or temporary housing. Others live in constant risk of losing their homes due to family conflict, loss of income or health problems. Homelessness can negatively impact one's well-being, livelihood and relationships, and weaken one's sense of worth and identity.

**Our mission is to give them HOPE.**

Homelessness is a complex issue. But armed with a community of dedicated volunteers, partners and supporters, we believe we can uplift the displaced and disadvantaged among us. Together, we can emerge stronger.

## CORPORATE INFORMATION

**New Hope Community Services (“NHCS”)** is a Social Service Agency, registered as a society under the Societies Act (Chapter 311) on 16th January 2004 (Registration No.: 0333/2004) and the Commissioner of Charities on 13th Oct 2004 (Registration No.: 01825).

NHCS was accepted as a member of the National Council of Social Service on 1st November 2005.

Since 2005, NHCS has been granted Institute of Public Character (“IPC”) status (IPC No.: IPC000037).  
Current IPC Period: 01/11/2018 to 31/10/2022.

### About this annual report

This annual report covers the highlights and activities of New Hope Community Services for the financial year ended 31 December 2020.

Photos in this annual report were taken before and after the Circuit Breaker period.

#### **Unique Registration Number (UEN):**

T04SS0026C

#### **Registered Address:**

148 Yishun Street 11, #01-123  
Singapore 760148

#### **Banker:**

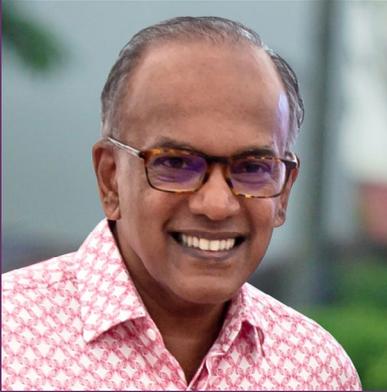
DBS Bank

#### **Auditor:**

Assurance Partners LLP



## PATRON'S MESSAGE



**Mr K. Shanmugam**  
**Minister for Home Affairs & Law**  
Member of Parliament (Nee Soon GRC)

During the pandemic year of 2020, New Hope Community Services (“NHCS”) has made outstanding social service contributions. In April, during the Circuit Breaker, NHCS stepped up operations and took in more than 60 rough sleepers, housing them at the newly inaugurated Transit Point @ Margaret Drive. At the request of the Ministry of Social and Family Development (“MSF”), NHCS took on a big project a few weeks later—to furnish and operate yet another new shelter that would accommodate up to 250 rough sleepers.

I thank the management and staff of NHCS for keeping many vulnerable individuals safe in the wake of the pandemic. You have dealt with many challenges and overcame them through effective fundraising, staffing, and volunteer engagement.

In May, the Government announced Budget 2020, which includes comprehensive measures to support social service agencies that deliver critical social services during the pandemic. NHCS has benefited from the Fortitude budget and the enhanced Job Support Scheme in rental waivers and staff retention. NHCS has also embarked on a digitalisation journey with an online fundraising campaign, at the same time, capitalising on the Singapore Totalisator Board’s dollar-for-dollar matching programme on eligible donations. NHCS has been very successful in sharing its cause and promoting volunteerism. Individual and corporate volunteers contribute time, expertise, and resources to ideate new and innovative ways to build capacities and support digital transformation.

NHCS now operates four shelters in Singapore, serving about 500 residents, including homeless ex-convicts and rough sleepers. This is due to the dedicated staff involved, and their commitment and effort during such a difficult period.

I am confident that NHCS will continue to be that lighthouse of hope for the needy and displaced. I wish you all the best in the coming year.

## PRESIDENT'S MESSAGE



**Lim Bak Chim**

**President**

New Hope Community Services

2020 has been an exceptional year, with volatility and uncertainty affecting New Hope Community Services (“NHCS”) and the entire world. The theme of this annual report, “Seizing Moments”, reflects our growth in the depth of services provided while making the most of every opportunity. We bravely commenced the operation of *Transit Point @ Margaret Drive* for rough sleepers. When we were tasked to operate *The Innkeeper’s Project* to house more rough sleepers during the Circuit Breaker, we said “YES”, in a heartbeat. Though our resources were stretched, our thoughts were foremost with the individuals who needed our support during the pandemic. These two projects have since grown, and we are thankful for the amazing support from the PEERS Network, our community partners and the public.

With *Kampung Siglap Lifeskills Training and Retreat Centre* (“Kampung Siglap”) opening in 2021, we have a new place to bring the community together—connecting those who want to help to those who need help. Without the many helping hands of volunteers and partners such as Bethesda Frankel Estate Church and JP Morgan Singapore, this project would not be possible. The Board of Management (the “Board”) has also set up the Kampung Siglap Sub-committee to support the executive team, and act as representatives to promote Kampung Siglap to external stakeholders. We are looking forward to many more exciting opportunities to engage and transform lives through Kampung Siglap.

A self-evaluation on the Board’s effectiveness was conducted in December 2020. The results show that we are satisfied with the active working relationship between the Board and the NHCS executive team. This is largely attributable to the Board members’ dedication to commit time, action and deliberate open communication with one another. We give special thanks to all our past and present Board members who ardently believe and continuously serve in New Hope’s Mission. We have also closed a wonderful chapter in the NHCS Strategy Plan, *Vision 2020*, and look to the future with the refreshing of our Strategy Plan, *Vision 2025*. We count our blessings and celebrate the restoration of HOPE to many families and individuals over these years.

We sincerely hope that we can all continue to be courageous and “seize the moments” to do good and be a beacon of New Hope. I would like to thank my fellow Board members and Sub-committee members for their hard work and dedication, drawing on collective experience and expertise. I also thank CEO Pastor Andrew and the staff at NHCS for overcoming the challenges we have faced in the past year. Lastly, I would like to express my gratitude to our Donors for their continued support.

## CEO'S MESSAGE



**Pastor Andrew Khoo**  
**Chief Executive Officer & Founder**  
New Hope Community Services

2020 inspired us to remain true to our vision of being a beacon of hope to displaced individuals and families and to leverage on the principle of social compact prescribed by Senior Minister of State and Coordinating Minister for Social Policies Mr Tharman Shanmugaratnam to become more client-centric in our service provision. Projects such as the *Kampung Siglap Lifeskills Training and Retreat Centre*, *The Innkeeper's Project* and *Transit Point @ Margaret Drive* were our proudest achievements during this year and we feel blessed to have embarked on these initiatives which helped us bring hope to many displaced individuals and families during a time of uncertainty and crisis.

### **KAMPUNG SIGLAP LIFESKILLS TRAINING & RETREAT CENTRE ("KAMPUNG SIGLAP")**

The idea for Kampung Siglap began four years ago, when it became clear that a problem we had in developing our programmes was the issue of space. If we wanted to do better in client engagement, it was time to build a space designed for relationships to flourish. A first-of-its-kind life skills training and retreat centre, Kampung Siglap is specially designed for consistent, meaningful and deeper engagement between our clients and the larger community—connecting those who want to help, i.e. volunteers, to those that need help, i.e. displaced and disadvantaged individuals and families. Through our signature programmes, Kampung Siglap hopes to enable our clients to develop independent living skills and psychosocial resilience so that they can achieve sustainable life outcomes. In keeping with the notion of social compact, Kampung Siglap also hosts NHCS' Volunteer Centre to leverage on various forms of community support to reach out to and touch individual lives. It thus brings us great pleasure to announce that this community hub and life skills and retreat centre obtained TOP in 2020 and is on course to opening its doors to serve various clients subject to Safety Management guidelines prescribed by the authorities.

### **TRANSIT POINT @ MARGARET DRIVE ("TRANSIT POINT @ MD")**

Our engagement with rough sleepers on the ground and our continued partnership with the Ministry of Social and Family Development's ("MSF") PEERS network over the past two years has taught us that the homelessness landscape in Singapore needs to expand to include a low-entry barrier, community-based interim shelter to serve rough sleepers with complex housing needs. It is under this context that NHCS secured the once foreign worker dormitory space at 51 Margaret Drive, with the support of the MSF, to begin an interim shelter for rough sleepers named Transit Point @ Margaret Drive. Initially a self-funded shelter which started during the early phases... *[continued next page]*

## CEO'S MESSAGE

... of the Covid-19 pandemic, Transit Point @ MD obtained subsequent funding support from the National Council of Social Service and the Singapore Tote Board in May 2020.

We are privileged to share that since its opening in March 2020, the shelter has served over 100 male and female rough sleepers and displaced persons affected by the Malaysian Government Movement Control Order. Social Workers at the shelter actively work with residents to facilitate their interim and long term housing goals; help to empower them with the requisite skills needed to achieve self-reliance and connect them to relevant social resources to meet their holistic needs. Recognising the good work and meaningful purpose of Transit Point @ MD, various community partners and donors have also come forth during pandemic times to provide social, emotional, financial and other forms of tangible and intangible support for their fellow brothers and sisters in need, further exemplifying the importance of social compact and community in uplifting the lives of displaced persons.

### **THE INNKEEPERS' PROJECT**

Since its inception, NHCS's core mission has been the provision of shelter services for displaced individuals and families. As such, we constantly seek out opportunities to house and put a roof over the heads of as many displaced persons as possible. As such, when the offer came to manage a project that allowed us to house over 300 rough sleepers in 1 and 2 room flats in HDB blocks at a confidential location during the pandemic period, we embraced it joyfully with open arms. Over a period of six months, we provided operational support for this project, and raised funds through generous donors and community agencies to provide essential goods such as mattresses, food,

tables, chairs, etc. for our displaced brothers and sisters so as to enable them to live in hope and love during uncertain times. We are truly happy and blessed to have been a part of this meaningful project in 2020 to be a beacon of hope to these individuals.

We thank God who has used us as his instrument to work his miracles and spread his love through these initiatives. The above projects are but only a few of many new initiatives in 2020 that have helped us restore HOPE to the people we serve. With God's grace and guidance, we will continue to embark on a journey of client centrisms and community building to achieve our strategic goals and priorities in the years ahead.

WHO WE ARE

**TRANSFORMING LIVES IN CRISIS.  
CALLED FOR TIMES LIKE THIS.**



## WHO WE ARE

**New Hope Community Services** is a social service agency and a member of the National Council of Social Services. Our goal goes beyond providing temporary shelter to the homeless in Singapore; we want to infuse them with real hope to see their lives changed.

## OUR VISION

**Building New Hope Together**

## OUR MISSION

**Restoring HOPE to displaced individuals and families.**

- H**eat to serve our clients regardless of race or religion.
- O**pportunity through referrals and job replacements.
- P**rogrammes in counselling, life-skills training, sports and music.
- E**mpowering of our clients to bring change and betterment to their lives.



## WHO WE ARE

### OUR CORE VALUES

# RICE

Respect

Integrity

Compassion

Excellence

### OUR STRATEGIC THRUSTS

#### 1. Client-centric, coordinated (Integrated service)

- Housing stability
- Sustainable employment
- Improved well-being
- Empowering service users
- Children
- Strengthening families

#### 2. Corporate governance

- Strong ethos of corporate governance
- Rigorous performance measures

#### 3. Capacity and capability building

- A great place to work
- Building a sustainable organisation

#### 4. Continuous improvement

- Research for innovation and effectiveness
- Evidence-based practices



## WHO WE ARE

### OUR STORY

Our work began in 2003 when four homeless men approached Pastor Andrew Khoo seeking refuge. Deeply moved by a need that had not been met by social services then, Ps Andrew set up the Shelter for Men-in-Crisis, Singapore's first shelter for homeless male ex-offenders. A year later, New Hope Community Services was born.

Since then, we have steadily expanded to meet the growing needs for temporary shelter in our community. We also recognise that building thriving and resilient families and individuals requires more than just a roof over their heads. As such, we run various services and programmes that help our clients break out of the poverty cycle and achieve long term financial resilience and independence.

### OUR PROGRAMMES & SERVICES

#### **Transit Point @ Spooner**

Shelter for male ex-offenders

#### **Transitional Shelter @ Jalan Kukoh**

Shelter for displaced families and individuals

#### **Transit Point @ Margaret Drive**

Shelter for rough sleeping individuals

#### **The Innkeeper's Project**

Shelter for rough sleeping individuals

#### **HOPE Scheme**

Mentoring & support groups for young, low-income families

#### **Job Support and Retention Programme**

Job matching & skills training services

#### **Social Investigation**

Assessment & right-siting services

#### **Jumping® Singapore**

Social enterprise initiative

#### **Kampung Siglap Lifeskills and Training Centre**

Sustainable client engagement

OUR LEADERSHIP & GOVERNANCE

**SERVING WITH HUMILITY.  
INSPIRING BIG IMPACT.**



## OUR BOARD OF MANAGEMENT



**Lim Bak Chim**  
*President*

General Manager,  
Sealand Maersk



**Chua Sui Tong**  
*Vice President*

Director,  
RevLaw LLC



**Kevin Lee**  
*Secretary*

Executive Director,  
I-Connex



**William Chan**  
*Treasurer*

Director,  
Horizon Educational Supplies



**Ethan Pang**  
*Assistant Treasurer*

Head, Office of Student Wellbeing,  
Nanyang Technological University



**Barry Sim**  
*Member*

Managing Director,  
ETLA Limited



**Pauline Tan**  
*Member*

Senior VP,  
Columbia China



**Michael Lee**  
*Member*

Chairman & CEO,  
Genesis F&B International

## BOARD APPOINTMENTS & ATTENDANCE

BOARD MEMBER	CURRENT APPOINTMENT	PAST APPOINTMENT(S)	REMARKS	ATTENDANCE*
<b>Lim Bak Chim</b>	<b>President</b> (since 23 Jan 2020)	<b>Secretary</b> (2 May 2019 – 22 Jan 2020)	First joined the Board on 4 Feb 2008. Left the Board on 25 May 2017. Re-joined the Board on 2 May 2019.	<b>6/6</b>
<b>Chua Sui Tong</b>	<b>Vice-president</b> (since 8 May 2018)		Joined the Board on 25 May 2017.	<b>6/6</b>
<b>Kevin Lee</b>	<b>Secretary</b> (since 23 Jan 2020)		Joined the Board on 2 May 2019.	<b>6/6</b>
<b>William Chan</b>	<b>Treasurer</b> (since 23 Jan 2020)	<b>Assistant Treasurer</b> (2 May 2019 – 22 Jan 2020)	First joined the Board on 16 Jan 2004. Left the Board on 25 May 2017. Re-joined the Board on 2 May 2019.	<b>4/6</b>
<b>Ethan Pang</b>	<b>Assistant Treasurer</b> (since 23 Jan 2020)		First joined the Board on 2 May 2019.	<b>6/6</b>
<b>Barry Sim</b>	<b>Member</b> (since 8 May 2018)			<b>6/6</b>
<b>Pauline Tan</b>	<b>Member</b> (since 2 May 2019)	<b>Secretary</b> (25 May 2017 – 2 May 2019)	First joined the Board on 11 Feb 2017.	<b>3/6</b>
<b>Michael Lee</b>	<b>Member</b> (since 2 May 2019)			<b>6/6</b>

\*A total of six meetings were held between Jan 2020 – Dec 2020, including EOGM & AGM.

## BOARD SUB-COMMITTEES

### AUDIT & RISKS COMMITTEE

**Chairperson: Kevin Lee (BM)**

**Members: Gordon Tan (SCM)**

The Audit and Risks Committee shall assist the Board of Management (the "Board") of New Hope Community Services ("NHCS") in fulfilling its responsibility to provide oversight of management regarding:

- The organisation's system of internal controls and risk management;
- The integrity of the organisation's financial statements;
- The organisation's compliance with legal and regulatory requirements and ethical standards;
- The engagement, independence and performance of the organisation's independent auditors; and
- Identify, assess, record, review and provide strategy on actual and potential risk and the impact on NHCS.

### HUMAN RESOURCE & REMUNERATION COMMITTEE

**Chairperson: Barry Sim (BM)**

**Members: Pauline Tan (BM), Kevin Lee (BM), Chua Sui Tong (BM)**

The Human Resources and Remuneration Committee shall assist the Board of Management (the "Board") of New Hope Community Services ("NHCS") in overseeing the organisation's management remuneration policies and practices, including:

- Making recommendations to the independent directors with respect to the remuneration of the organisation's Chief Executive Officer ("CEO");
- Reviewing management incentive remuneration policies and programmes;
- Reviewing bonus compensation policies for employees;
- Reviewing 'Career Development and Advancement' plan so as to attract and retain talents; and
- Reviewing NHCS's remuneration plans to align to the National Council of Social Service's annual salaries guidelines.

*\*BM: Board member, SCM: Sub-committee member*

## BOARD SUB-COMMITTEES

### PROGRAMMES & SERVICES COMMITTEE

**Chairperson: Pauline Tan (BM)**

**Members: Lim Bak Chim (BM), Ethan Pang (BM),  
Weelai Suwanarat (SCM), Jix Sze Kay Hwa (SCM)**

The Programmes and Services Committee shall assist the Board of Management (the "Board") of New Hope Community Services ("NHCS") to develop programmes and services and monitor performance against the organisation's mission and strategic plan.

- Assess annually the organisation's success in any programme related goals, as articulated in the organisation's mission and strategic plan adopted by the Board;
- Review and approve the vision and mission of the organisation and recommend to the Board amendments as the committee deems appropriate;
- Ensure that all the programmes outcomes stipulated by funders are achieved;
- Develop an evaluation system that measures the effectiveness of its programmes and that the outcomes are in line with its mission and objectives;
- Develop and review new programmes and services and recommend to the Board; and
- Ensure strategic organisation planning.

*\*BM: Board member, SCM: Sub-committee member*

### FUND RAISING COMMITTEE

**Chairperson: Lim Bak Chim (BM)**

**Members: Chua Sui Tong (BM), Nazarisham (SCM)**

The Fund Raising Committee shall assist the Board of Management (the "Board") of New Hope Community Services ("NHCS") to raise fund to support the operating expenses, new programmes and expansion; and develop and implement fund raising plans so as to enable the organisation to achieve the reserve policy target established by the Board.

- Ensure the reserve policy target established by the board are achieved so as to ensure that the organisation's programmes and services are not adversely affected;
- Raise funds; and
- Encourage Board members to make contact with prospective donors and make personally meaningful contributions of their own.

### FINANCE COMMITTEE

**Chairperson: William Chan (BM)**

**Members: Lim Bak Chim (BM), Ethan Pang (BM)**

The Finance Committee shall assist the Board of Management (the "Board") of New Hope Community Services ("NHCS") in fulfilling its oversight responsibilities relating to fiscal management by:

- Overseeing the management of organisation-wide financial assets;
- Reviewing investment policies and strategies; and
- Ensuring the maintenance of a sustainable donation and income structure.

## BOARD SUB-COMMITTEES

### APPOINTMENT & NOMINATION COMMITTEE

**Chairperson: Chua Sui Tong (BM)**

**Members: William Chan (BM)**

The Appointment and Nomination Committee shall assist the Board of Management (the "Board") of New Hope Community Services ("NHCS") in:

- Developing and overseeing implementation of policies and procedures regarding Board size, leadership and composition, recommendations of candidates for nomination to the Board, Board guidelines and conflicts of interest;
- Determining qualifications and characteristics needed by directors;
- Identifying, screening and reviewing individuals who are qualified to serve as directors;
- Recommending to the Board candidates for nomination and appointment to the Board, and its committees;
- Assisting in orientation programs for newly appointed directors;
- Evaluating the effectiveness of directors; and
- To evaluate Board members who are required to submit themselves for re-nomination and re-appointment at the end of their 2 years term and make recommendation to the Board.

*\*BM: Board member, SCM: Sub-committee member*

### SOCIAL ENTERPRISE COMMITTEE

**Chairperson: Michael Lee (BM)**

**Members: Nazarisham (SCM)**

The Social Enterprise Committee shall assist the Board of Management (the "Board") of New Hope Community Services ("NHCS") to:

- Raise fund to support the operating expenses, new programmes and expansion;
- Develop and implement fund raising plans so as to enable the organisation achieve the Reserve policy target established by the Board; and
- Review, strategise and monitor the operation of the social enterprise.

### KAMPUNG SIGLAP COMMITTEE

**Chairperson: Ethan Pang (BM)**

**Members: Michael Lee (BM), Lim Bak Chim (BM)**

The Kampung Siglap ("KS") Committee shall assist the Board of Management (the "Board") of New Hope Community Services ("NHCS") to:

- Review KS vision and mission, policies, procedures, guidelines, and practices to ensure its mandate is effectively fulfilled and that KS is in compliance with existing laws and regulations;
- Appraise KS' performance annually and give direction to KS management to ensure KS' sustainability and viability;
- Review periodic reports and updates on the various services, activities, assets, resources and programmes from KS management and recommend follow-up actions to be undertaken to improve the same at KS;
- Promote and represent KS to stakeholders, both internal and external; and
- Undertake any other duties pertaining to KS that the Board shall from time to time assign or delegate in writing to the sub-committee.

## OUR ORGANISATIONAL STRUCTURE

We are governed by a **Board of Management (the “Board”)**, who charts the strategic direction of our organisation and ensures that we are run well and responsibly. There are eight board sub-committees that look into specific areas of the organisation.

We are headed by a **Chief Executive Officer (“CEO”)**, who is also the founder of our organisation, Pastor Andrew Khoo.

### **BOARD OF MANAGEMENT**

#### **Board sub-committees**

- Audit & Risks
- Human Resource & Remuneration
- Programmes & Services
- Fund Raising
- Appointment & Nomination
- Finance
- Social Enterprise
- Kampung Siglap

#### **CEO & Founder**

- Pastor Andrew Khoo

#### **Senior Management Team**

- Lilian Ong — Director of Social Work
- Lim Chin Sing — Finance & Admin Manager
- Leah Tan — Centre Manager (HQ)
- Benny Tan — Facilities Manager
- Gerard Chee — Organisational Development Manager

# GOVERNANCE

## INTRODUCTION

**Good corporate governance** should be weaved, as a premise, through every aspect of New Hope Community Services (“NHCS”), our people, culture, and our public face. Integrity is what defines us and determines how we work. Therefore, in NHCS, good corporate governance extends far beyond the yearly ‘Code of Governance’ submission, and it is not a bonus. Having a robust ethical foundation is at the heart of what makes us successful. We are recipients of Charity Council’s **Charity Transparent Award** for four consecutive years from 2016 to 2019 until the award’s hiatus in 2020 and 2021. We are also honoured to be awarded the 2017 **Charity Governance Award** for charities in the mid-sized category. The award is the highest governance award that can be conferred to a charity and recognises its exemplary governance standards and practices.

We are committed to high standards of corporate governance. NHCS has complied with all the applicable guidelines of the Code of Governance Evaluation Checklist for Charities and Institutions of a Public Character (“IPC”).

The complete checklist can be found in this annual report and is also available at [www.charities.gov.sg](http://www.charities.gov.sg).

Our Constitution is available at the Registry of Societies.

## BOARD COMPOSITION

We are governed by a **Board of Management (the “Board”)** whose members are elected according to our Constitution. Presently, the Board comprises the President, Vice President, Secretary, Treasurer, Assistant Treasurer and three other elected Board members. They bring with them skills and abilities in diverse areas such as legal, finance, accounting, audit, business and management, human resource, communications, fundraising and technology. The Board charts the strategic directions of NHCS and ensures that we are run well and responsibly to continue to be effective, credible, and sustainable.

**Board members do not receive any remuneration for their involvement in any way.** None of the Board members held staff appointments. The Chief Executive Officer (“CEO”) is an ex-officio member who has the right to attend all Board and sub-committees meeting but does not participate in the Board’s decision making. The Board must meet at least four times a year and has met six times in 2020.

The Board has established eight board sub-committees, namely, the Audit & Risks Committee, the Appointment & Nomination Committee, the Programmes & Services Committee, the Human Resource & Remuneration Committee, the Finance Committee, the Fundraising Committee, the Social Enterprise Committee and the Kampung Siglap Committee.

## GOVERNANCE

### BOARD ELECTION PROCESS, EVALUATION, RENEWAL AND SUCCESSION

According to the 'Board Policy Manual', Board composition is regularly reviewed and discussed whenever there are changes. In addition, all Board members are required to submit themselves for re-nomination and re-appointment at the end of their **two-year term** according to the Constitution Article 8.2 & Article 8.3. There is no automatic renewal of term for all board members. In accordance with the Constitution, there is a **maximum limit of two consecutive years for the position of Treasurer**. Currently, no board member has served more than ten consecutive years.

The Board endeavours to ensure an appropriate mix of core competencies and collective expertise among its members in order to possess the necessary knowledge and objective judgment to meet its responsibilities. Board members are recruited via suitable and qualified recommendations from our community partners, key stakeholders, and corporate volunteers. In addition, we also consider potential candidates from the Centre for Non-profit Leadership Board Match programme. Board and sub-committee members are recommended based on the following considerations:

- Personal attributes like integrity, mature confidence and high standards of excellence;
- Core skills or competencies like accounting, finance, legal, human resources, business and management, strategic planning, fundraising, communications and relevant sectoral knowledge;
- Level of commitment necessary to govern the organisation effectively; and
- Qualifies as independent.

The Appointment and Nomination Committee identify, screen and review individuals to serve as members, consistent with applicable qualifications or criteria, and recommend to the Board for approving candidates for nomination, appointment, and re-election.

Board members attend relevant training to develop key competencies and keep abreast of relevant new laws and regulatory requirements. The Board proactively plans and reviews board succession, renewals and implements strategy every year, or when the Board changes. A Board self-evaluation was conducted in December 2020 to assess its performance and effectiveness.

### STRATEGIC PLANNING

Our strategic thrusts and priorities outlined in our strategic plan "Vision 2025" serve as guideposts in our pursuit of excellence. The Board approves and reviews our Vision, Mission and Values to ensure it stays relevant to its changing environment and needs. The Board regularly set aside time to review and update the strategic plan to remain relevant to any changing environment and needs. These are communicated to relevant stakeholders and the public through various platforms, including the annual report and corporate website.

## GOVERNANCE

### PROGRAMME MANAGEMENT

The Board reviews and approves the strategic plans and outcomes of our programmes and services. The Senior Management Team (the "Management") has developed an evaluation system that measures the effectiveness of its programmes by aligning them with the funder's outcomes and monitoring them regularly. The outcomes are also clearly defined to align with our Mission and objectives. The Management regularly updates the Board on its programmes and services through board meetings or sub-committee meetings, and town halls.

The Programmes & Services Committee assess our success annually in any programme-related goals, as articulated in our Mission and strategic plan adopted by the Board. The Programmes & Services Committee reviews all new significant programme, service, and initiative before recommendation to the Board for implementation.

### FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

The Board, Management and those charged with governance are responsible for ensuring that it has an effective system of internal controls to safeguard stakeholders' interests and NHCS' assets.

The Finance and Admin department ensures that operations comply with the policies and procedures set out in the Internal Financial Controls and Processes Manual. The documented procedures for financial matters in key areas include:

- Procurement procedures and controls;
- Receipting, payment procedures and controls; and
- System for the delegation of authority and limits of approval.

Reviews are conducted regularly to ensure the effective functioning of the internal controls and processes.

The Finance Department prepares the annual budget with inputs from the different departments and is reviewed by the Finance Committee before submission to the Board for approval. The annual budget is updated where necessary at mid-year. As part of internal controls, all purchases of more than **\$3,000** require three quotations to be obtained before approval of purchase, and if there is any waiver, documented reasons and supporting documentation must be obtained for approval.

Quarterly financial statements, including a comparative budget of NHCS, with analysis and explanations given for discrepancies, are first reviewed by the Finance Committee to identify unusual items and transactions and deviations from the annual before presentation at the board meeting for review.

The investment policy approved by the Board sets out the objective, approved investment assets classes and board reviews regarding any reserves invested. NHCS invest its reserves in low-risk investment such as Singapore Dollars fixed deposits held with full banks and finance companies in Singapore which are members of the Deposit Insurance Scheme (SDIC Scheme members).

## GOVERNANCE

### RESERVES POLICY

The reserves are made up of unrestricted and restricted funds. We target **at least two times of our operating reserves** to ensure the organisation's ability to serve its clients are not subject to the vagaries of the economy. **We endeavour to utilise the restricted funds within the next two years.**

### FUNDRAISING PRACTICES

We have established guidelines on fundraising based on the best practices set out by the National Council of Social Services and the Charity Council. All collections received (solicited or unsolicited) are properly accounted for and promptly deposited. We do not disclose donors' identities or share information on donors without their prior permission. We do not engage any third-party fundraisers.

### WHISTLEBLOWING POLICY

Our Board members, staff and volunteers observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As representatives of NHCS, individuals must practise honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations. The Board has set in place a whistle-blowing policy available on our corporate website.

[www.newhopecs.org.sg/board-whistleblower-policy](http://www.newhopecs.org.sg/board-whistleblower-policy)

### CODE OF CONDUCT AND ETHICS

The Board has approved documented Code of Conduct & Ethics for all Board members, staff and volunteers. The Code of Conduct & Ethics is aligned to our Core Values of respect, integrity, compassion and excellence.

### CONFLICT OF INTEREST

We have zero risk appetite for non-disclosure and entering into conflicting transactions. All employees, key executives and Board members of NHCS shall provide disclosure of their interests in all other organisations in which they are board members or have control or have a substantial shareholding or monetary interest to the Board when they are newly employed or appointed and whenever there are updates. In the event of a potential or existing conflict of interest, the disclosure will be made in full. The party involved shall abstain from any discussion and decision on the matter.

A Conflict of Interest Policy and declaration is distributed to all board members and staff. In addition, all staff and Board members are required to declare on an annual basis that he or she does not have any personal or private business or associates that might be in a conflict to their functions or employment with NHCS. **There is no known family relationship of the executive staff with any of the Board members.** No known conflict of interest arose during the year.

## GOVERNANCE

### HUMAN RESOURCE AND VOLUNTEER MANAGEMENT

Under the direction of the Human Resource & Remuneration Committee, we ensure that we have policies and procedures that continue to attract, retain and motivate social service professionals who have the abilities, experience, and traits to fulfil our Mission. We have a performance management system where staff set and assess their own annual goals, with their supervisors and Management's guidance. The goals set by individuals are aligned to the goals that support our strategic plans. Such performance is reviewed regularly by the head of departments and documented at least twice per year. Performance-related components in the remuneration package are linked to fulfilling specific, measurable, attainable, relevant and time-bound targets in line with our strategic objectives.

The Human Resource and Remuneration Committee makes recommendations to the Board for changes in the human resource policies for staff that cover recruitment, remuneration, benefits, training and development, performance appraisal, disciplinary actions, and cessation of employment.

We have documented Volunteer Management ("VM") policies consisting of volunteers planning, selection, onboarding, training, supporting, and recognising volunteers. In VM strategic planning, the VM team primarily seeks to understand the needs of the organisation, identify the areas requiring volunteer support, and plan the next phases of the volunteer cycles. Volunteers recruitment occurs via recommendations, National Volunteer and Philanthropy's ("NVPC") Giving.sg platform, approaches

from the public and completed application form. Briefing and orientation are conducted to prepare our volunteers for their identified task and role. Tours are also conducted where necessary to allow the volunteers to familiarise themselves with the specific volunteering environment. The briefing also allows the volunteers to clarify any question about us, their role, expected responsibilities and risk awareness. Regular check-ins and feedback with the volunteers are made to support the volunteers in terms of resources, feedback and engagement.

The Appointment and Nomination Committee, Management, human resource team and VM team carry out appropriate background checks on Board members, staff and volunteers.

We are committed to the Board, staff, and volunteers' learning and development needs and believes in equipping them with the necessary skills to perform their roles effectively.

### PUBLIC RELATIONS & CORPORATE COMMUNICATIONS

The Board has established procedures relating to releasing information about the organisation and its activities to the media, its stakeholders and the public. The Board designates the CEO as the spokesperson for NHCS.

## GOVERNANCE

### PERSONAL DATA PROTECTION POLICY

We have various policies and processes to comply with the Personal Data Protection Act 2012 ("PDPA"). Data is used only for purposes disclosed unless otherwise permitted under the law. Reasonable security arrangements are also in place to comply with the ten obligations of PDPA. **In addition, we are IMDA's Data Protection Trustmark certified since February 2019.**

### MANAGING RISKS

The Board has established procedures and systems to identify, regularly monitor, review and manage any major risks NHCS may be exposed to.

Risk management is incorporated into all areas of our operations, including the legal and compliance, strategic and operational health and safety, quality processes, social work programs, technology and corporate governance at all levels. Risk management is the responsibility of the Board, Management, staff, volunteers and all areas of NHCS.

Managers and supervisors will ensure that staff within their areas understand their responsibilities and assist in fostering a risk-aware culture. Regular training and assistance will be provided to relevant staff to assist with risk management. All staff and volunteers have a significant role in the management of risk within their area of influence. Staff and volunteers are responsible for adhering to our Risk Management Policy, Risk Management Procedure and all other key governance documents.

### DISCLOSURE AND TRANSPARENCY

- No Board members receive any remuneration for their board services.
- No staff is involved in setting his or her own remuneration.
- No paid staff are close members of the family of the CEO or Board members.
- NHCS does not make any loans to any employees, management, board members, related and third party.
- NHCS does not make any nor provide any sponsorship to any charities.

#### Remuneration of Three Highest Paid Staff (FY2020)

- \$50,000 – \$100,000: 1
- \$100,001 – \$150,000: 1
- \$150,001 – \$200,000: 1

## GOVERNANCE EVALUATION CHECKLIST

### CODE COMPLIANCE FOR THE PERIOD JAN 2020 – DEC 2020

S/No.	Code Description	Code ID	Compliance
1.	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
2.	Are there governing board members holding staff appointments? <i>(skip items 3 &amp; 4 if "No")</i>		No
5.	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
6.	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
7.	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
8.	Is there any governing board member who has served for more than 10 consecutive years? <i>(skip item 9 if "No")</i>		No
10.	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
11.	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
12.	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
13.	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
14.	The Board approves documented human resource policies for staff.	5.1	Complied
15.	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
16.	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied

## GOVERNANCE EVALUATION CHECKLIST

### CODE COMPLIANCE FOR THE PERIOD JAN 2020 – DEC 2020 (CONTINUED)

S/No.	Code Description	Code ID	Compliance
17.	Are there volunteers serving in the charity? <i>(skip item 18 if "No")</i>		Yes
18.	There are volunteer management policies in place for volunteers.	5.7	Complied
19.	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
20.	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
21.	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
22.	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
23.	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
24.	Does the charity invest its reserves (e.g. in fixed deposits)? <i>(skip item 25 if "No")</i>		Yes
25.	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
26.	Did the charity receive cash donations (solicited or unsolicited) during the financial year? <i>(skip item 27 if "No")</i>		Yes
27.	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
28.	Did the charity receive donations in kind during the financial year? <i>(skip item 29 if "No")</i>		Yes
29.	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
30.	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
31.	Are governing board members remunerated for their services to the Board? <i>(skip items 32 &amp; 33 if "No")</i>		No
34.	Does the charity employ paid staff? <i>(skip items 35, 36 &amp; 37 if "No")</i>		Yes
35.	No staff is involved in setting his own remuneration.	2.2	Complied

## GOVERNANCE EVALUATION CHECKLIST

### CODE COMPLIANCE FOR THE PERIOD JAN 2020 – DEC 2020 (CONTINUED)

S/No.	Code Description	Code ID	Compliance
36.	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied
37.	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family* belonging to the Executive Head* or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family* belonging to the Executive Head* or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
38.	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

OUR IMPACT

**TURNING CRISIS INTO OPPORTUNITY.  
WRITING A NEW CHAPTER OF LIFE.**



## 2020 IN REVIEW

**The Covid-19 crisis brought into sharp focus the challenges faced by the disadvantaged in Singapore.** The pandemic has made hard situations worse, leaving people without a job or shelter. The Circuit Breaker and Movement Control Order by the Singaporean and Malaysian Government respectively further heightened the demand for temporary shelter.

At the same time, every aspect of our work was disrupted as we adjusted to social distancing regulations created to limit the spread of the disease. Our shelters had to operate with reduced manpower and our programmes and activities had to be moved to virtual platforms.

**We have worked hard to meet this challenge head on.** Two new shelters—*Transit Point @ Margaret Drive* and *The Innkeeper's Project*—were launched in response to the surge in the number of homeless people in Singapore. We adapted the way we worked at an unprecedented rate so that we may engage our clients effectively while ensuring safe distancing measures were met. Our partners, volunteers and donors were mobilised, their combined efforts allowed us to do so much more than we can do alone.

2020 was a tough year, but we saw this as an opportunity to build our capabilities and capacities. Together with the strong support of the wider community, we have shown our resilience and adaptability and emerged stronger than ever before.



## TRANSIT POINT @ SPOONER

**Since 2003, Transit Point @ Spooner (previously known as Shelter for Men-in-Crisis) has been a refuge for ex-offenders seeking a second chance in life.**

These men often face numerous obstacles in their reintegration into society. Many found it hard to find a job due to social stigma. Standing in the gap, Transit Point @ Spooner aims to give them the support they need to break through barriers and lift themselves out of their current situation.

2020 was a challenging year for Transit Point @ Spooner since our move to the new premises at Spooner Road in late-2019. The shelter operated at maximum capacity for a time, as the Covid-19 pandemic had the effect of increasing the number of homeless and rough sleepers.

But the larger layout of the new premises allowed us to continue engaging our clients with safe-distancing measures in place. We took the opportunity to conduct upgrading courses, workshops, support groups and even kick-started a befriending support system. The community police also continued their engagement programmes to build trust and goodwill between the police and our clients.



## TRANSIT POINT @ SPOONER

### HIGHLIGHTS OF THE YEAR

#### CLIENTS ADMITTED:

79 men

#### DISCHARGED:

76 men

#### AMONG THE DISCHARGED:

44 men found gainful employment.

49 men secured long-term accommodations.



## TRANSITIONAL SHELTER @ JALAN KUKOH

**Providing shelter for displaced families since 2007 and individuals since 2010, our Transitional Shelter Programme has served more than 1,000 families and individuals to date.**

It takes a village to raise a child. Indeed, we believe that the best way our clients can achieve stability and independence is through the help of the wider community. We work collaboratively with relevant civil and social organisations, community partners and volunteers to facilitate our clients' progress toward their housing and financial goals.

In response to the higher demand for interim shelter in 2020, we worked with other homeless shelters and partners to facilitate quicker and safer admissions for displaced families and individuals. The wider community also came in to provide food rations and raise the digital literacy of our clients. Their strong support has been invaluable in lifting the mood during these difficult times for our clients.



## TRANSITIONAL SHELTER @ JALAN KUKOH

### HIGHLIGHTS OF THE YEAR

2020 saw fewer admissions and a slower discharge rate compared to last year. Mandatory Covid-19 safe distancing measures meant our shelter had to run at reduced manpower.

### CLIENTS ADMITTED:

**26** families  
**71** individuals

### DISCHARGED:

**29** families  
**80** individuals

### Lives impacted:

**17** families and  
**38** individuals

found housing within  
6-9 months of admission.

### Sustainable change:

**10** families and  
**30** individuals

retained their housing for  
>6 months after discharge.



## TRANSIT POINT @ MARGARET DRIVE

**March 2020 marked the opening of a new transitional shelter — Transit Point @ Margaret Drive (“Transit Point @ MD”). Located at the former Queenstown Polyclinic site, Transit Point @ MD aims to provide immediate safe accommodation for rough sleepers and empower them for independent living.**

Transit Point @ MD marks a significant shift from a service model typical of a transitional shelter. We understand that homelessness is a complex, multi-faceted issue. While it is possible to house our clients within six months, seeing people relapsing into homelessness again is not uncommon. This is especially so for people who have been rough sleeping for many years.

Transit Point @ MD aims to fill in this gap in the current social service landscape for people who require more time to work on their issues. Given more time, we hope that our clients would achieve long-term housing stability and build better resiliency for themselves.

*[continued next page]*



**In 2020, we provided temporary shelter to:**

**88** individuals

who may have otherwise resorted to sleeping on the streets, parks, void-decks or beaches.

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**SUCCESSFUL DISCHARGES:**

**17** individuals

## TRANSIT POINT @ MARGARET DRIVE

### A CHANGE OF PLANS

Transit Point @ MD was launched earlier than expected in response to the sudden surge of homeless individuals due to the Covid-19 pandemic. The number of rough sleepers and homeless rose when Malaysia imposed its movement control order and Singapore its Circuit Breaker.

The shelter was to be where rough sleepers could head to if they wished to simply rest for a few hours, use laundry facilities or find a hot meal. However, these wraparound services had to be shelved for the time being.

Transit Point @ MD, able to house up to 70 people, was quickly filled up to its maximum capacity. We are incredibly grateful for the support and generosity of our donors who gave us practical necessities such as toiletries, canned food and more.

At present, Transit Point @ MD mainly accepts referrals from Family Service Centres and other social service agencies. Wraparound services have also resumed.

*[continued next page]*



## TRANSIT POINT @ MARGARET DRIVE

### STAY-IN PROGRAMME

The shelter's central location makes it ideal for our residents to seek employment and various community resources. New residents are first placed in a "holding area" and must do a chest x-ray examination before being admitted. Our residents have their own bed space and locker to store their valuables. Residents are also responsible for the shelter's cleanliness as a way to promote independent communal living.

Our monthly townhall meetings function as a means for the staff to connect with the residents, make important announcements related to operations or surface critical issues and feedback about the shelter. These meetings have also been used to educate residents about career paths, financial management, conflict resolution and more.

We are also grateful to our community partners, such as Church of Our Saviour and Covenant Community Methodist Church, for their befriending work to our residents at Transit Point @ MD. They have brought much cheer to our residents and helped make the place feel more like a home than a shelter.



## THE INNKEEPER'S PROJECT

### A REFUGE FOR ROUGH SLEEPERS AMIDST COVID-19

In April 2020, as the number of homeless individuals rose in Singapore due to Covid-19, the Singapore Government reached out to us to provide shelter for around 200 rough sleepers.

The Ministry for Social and Family Development ("MSF") swiftly made arrangements as local Covid-19 cases started to climb. Seventy-eight unused public housing units were leased to MSF for a new shelter. NHCS was to take charge of operations while other social service agencies handled the shelter's case management.

The urgency of the matter-at-hand meant we had to get an entirely new shelter up and running in the shortest time. It was only through the help and generosity of our volunteers and community partners that made it possible. They donated essential furniture and appliances and helped to set them up in the units. Their efforts helped The Innkeeper's Project to be operational within ten days.

*[continued next page]*



#### CLIENTS ADMITTED:

**317** individuals

Each individual admitted into our shelter meant one less person sleeping on the streets. This was especially crucial at a time when staying home meant saving lives.

#### DISCHARGED:

**107** individuals

## THE INNKEEPER'S PROJECT

### EXTENDING THE PROJECT

Initially intended to last for three months, The Innkeeper's Project was extended to October and then again to the end of the year. Many of our clients faced considerable difficulties securing stable long-term housing during the pandemic-hit economy.

In November, we opened discussions with MSF and Housing Development Board ("HDB") to continue housing our clients beyond 2020. An agreement was finally made to open a new transitional shelter at Spooner Road. This way, our clients at The Innkeeper's Project would continue to have a safe place to stay as they seek solutions for long-term accommodations.

#### AMONG THE DISCHARGED:

**64** individuals found alternate accommodation arrangements.

**28** individuals secured a HDB rental flat.



## HOPE SCHEME

**The Home Ownership Plus Education (“HOPE”) Scheme** was introduced in 2004 by the Ministry of Social and Family Development (“MSF”) to help young low-income families who choose to keep their families small. HOPE Scheme aims to give these families a head-start in improving their socio-economic status in the form of mentoring sessions and financial incentives alongside support sessions organised by our staff.

### MENTORING SESSIONS

Mentoring sessions are conducted once every 6-12 months with families to help them explore and achieve their employment, training, financial and family living goals. Our HOPE mentors work closely with relevant stakeholders and partners to empower and advocate for our HOPE families.

Despite Covid-19, our HOPE families remained connected to their mentors via virtual sessions. Employment assistance proved pivotal this year as our employment services have been invaluable in providing job matching and career coaching. Our HOPE children’s academic needs were met through virtual tutoring sessions via Zoom during the circuit breaker period. Our mentors have seized opportunities to further value add to our families’ wellbeing and will continue to journey with them on their road to financial independence and growing quality of life.

*[continued next page]*



FROM OCT 2019 - SEP 2020:

2146

Clients reached

836

Mentoring sessions held

## HOPE SCHEME

### SUPPORT SESSIONS

Thanks to our partnership with e2i, our HOPE families are now SkillsFuture-savvy and can tap on skills upgrading opportunities. They were taught how to use their SkillsFuture credits, explore a range of recognised course providers and apply for course subsidies.

Our HOPE families have also benefited from financial literacy talks held by AMP Singapore. Resources such as legal money lenders and debt assistance programmes were shared with families to assist them with their financial recovery.

Finally, Image Mission's (IM) "I M Ready" Programme proved to be enriching for our HOPE mothers who were keen to kick-start their careers after years of caregiving. Over four weeks, our mothers worked with IM career coaches to explore their career goals, refine their CVs, and find a meaningful career path.

We are grateful to these partners for making a positive impact on our families. We hope for more meaningful collaborations in the future.



FROM OCT 2019 - SEP 2020:

68%

of HOPE mothers  
were employed

88%

of spouses of HOPE  
clients were employed

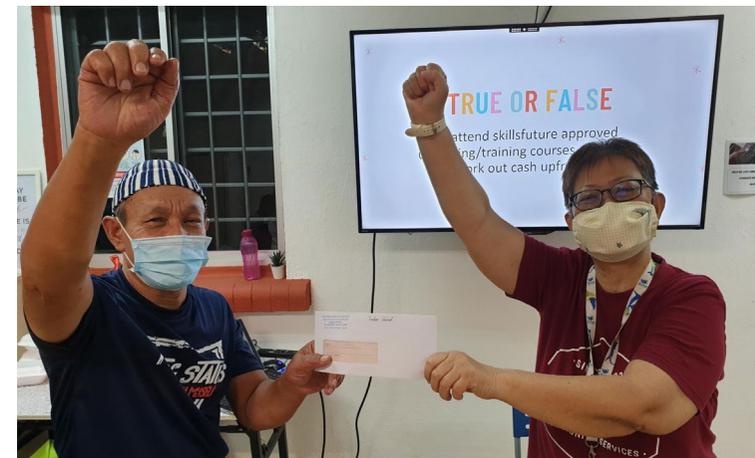
## JOB SUPPORT & RETENTION PROGRAMME

**Sustained employment is critical for our clients to achieve a financially independent life. However, low-income families and individuals often do not have the proper support to lead them to new skills and a sustainable living wage.**

Our Job Support and Retention Programme—in partnership with the Singapore Business Federation Foundation—provides job matching and skills training services to our clients. Our team coordinates efforts with employers to help our clients overcome personal and systemic barriers, setting them on the path out of the poverty cycle.

In a Covid-19 hit economy, many of our clients found themselves forced to stay home, placed on no-pay leave or even lost their jobs. As a result, our career coaches saw higher engagement levels with our clients. Some learned a new skill, such as cleaning supervisors, security officers or forklift operators. Others actively participated in SGUnited Jobs & Skills programmes such as Career Trial and Place & Train in Baking. We also saw employers in the F&B sector re-deploying our clients to work in other essential sectors such as supermarkets.

In 2020, we also piloted a new Work Therapy Programme, a platform for case managers and career coaches to identify our clients' dysfunctional work behaviours. The programme aims to formulate better interventions that improve our clients' employability and adjustment to a primary work routine. In the process, we hope that they would rediscover their identity and motivation in gaining further employment opportunities outside of their comfort zone.



## 2ND EMPLOYER ROUND TABLE

18 NOVEMBER 2020



## JOB SUPPORT & RETENTION PROGRAMME

### A JOURNEY OF TRANSFORMATION

#### RAHIM'S STORY

The Covid-19 pandemic had badly affected Rahim's logistics business. Unable to return to Malaysia due to the Malaysian Government's Movement Control Order, Rahim found himself admitted to The Innkeeper's Project—shelter for rough sleepers.

While in the shelter, Rahim was interested in picking up a new skill. Our career coach team assisted him with his aspirations. Within a month, Rahim had successfully obtained his security license after dutifully completing all of his compulsory courses.

With his new skill set, our team matched Rahim with a job at Prosec, one of Singapore's leading security agency. Rahim landed the job and is now happily pursuing a diploma in security at Temasek Polytechnic.

#### GEORGE'S STORY

In the past, George was a self-taught computer technician. However, he had conflicts with his family and fell into bad company. George fell foul of the law and ended up in prison.

Upon his release, George was referred to Transit Point @ Spooner, a refuge for ex-offenders seeking a second chance in life. When we met George, he was determined to lead a new life. We managed to obtain a refurbished computer for him. With our support, George signed up for part-time studies in computer systems at Lithian Academy.

His talent and skills were soon apparent, and George managed to land a computer support technician job. George is now on his way to achieving his aspirations of becoming a fully qualified computer engineer with a bright future ahead. George has also signed up as a volunteer with us to help others in their journey of transformation.

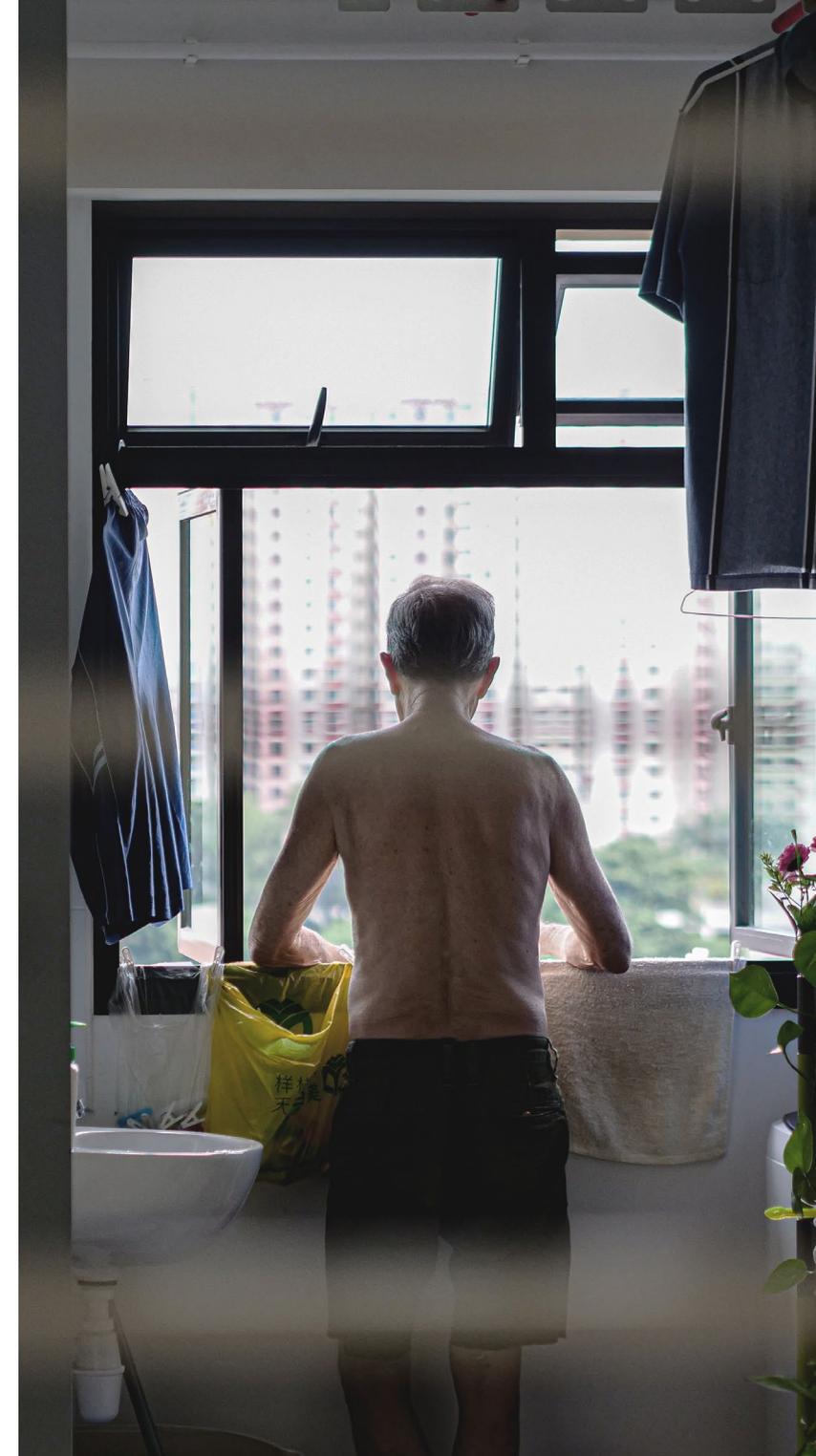
## SOCIAL INVESTIGATION

**We are one of two social service agencies contracted to provide social investigation services for persons who come under the Destitute Persons Act, Chapter 78.**

The investigative process involves interviewing clients and their families, relatives and friends to provide an assessment of the client's family circumstances and social support network. The purpose is to determine whether the client is a destitute and warrants admission or continued stay in a welfare home, or that the client can be discharged into the community with proper link-up to support services. A report will include recommendation and proposed plan of action for the client.

**115** individuals

were provided assessment and right-siting services in 2020.



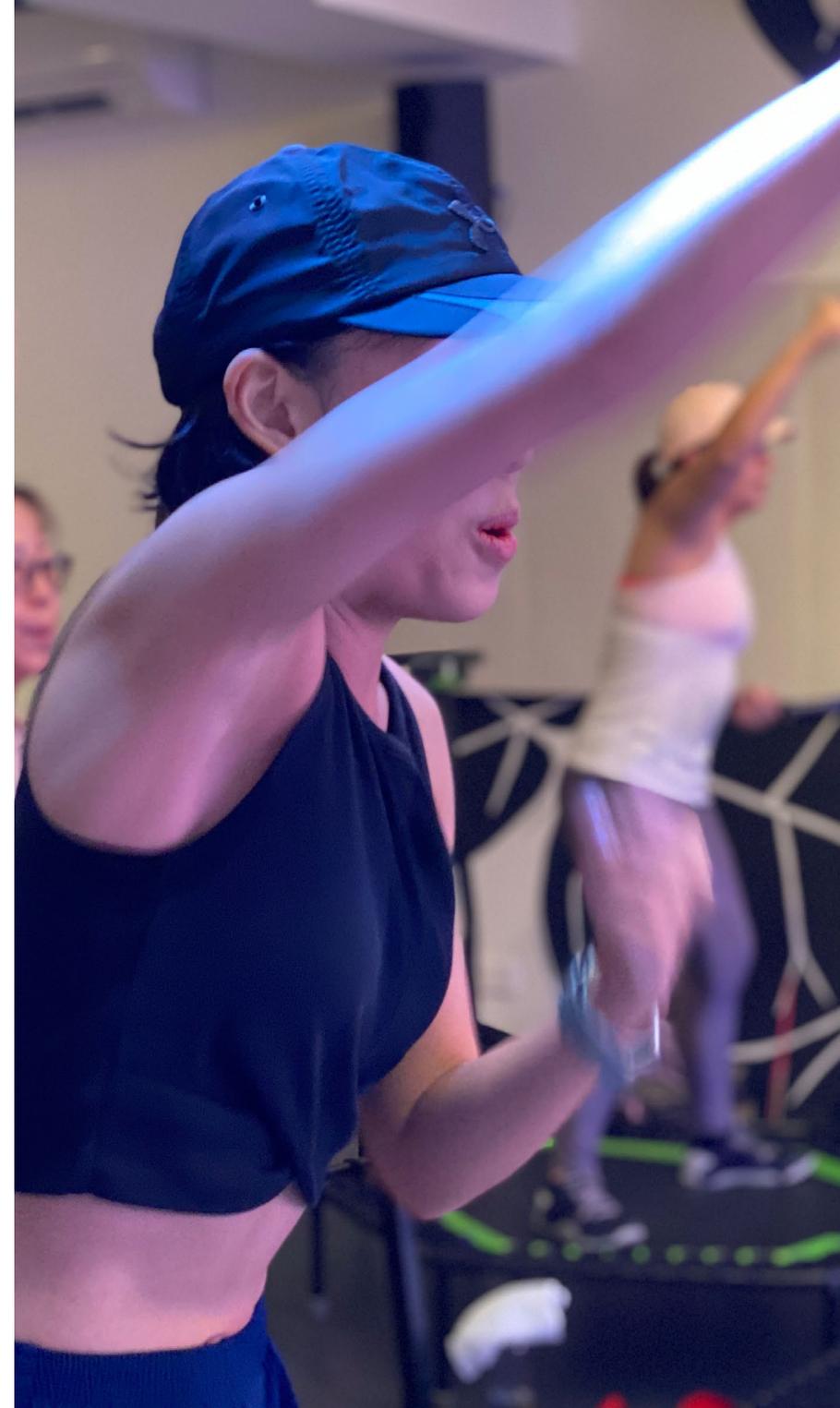
## JUMPING SINGAPORE

**Jumping® Singapore is our social enterprise, bringing the original aerobics rebounding system “Jumping® Fitness” from the Czech Republic to Singapore. Jumping® Singapore provides an enjoyable and socially engaging way for people to live healthier lives and give back to the community.**

2020 proved to be a very trying year for most businesses, Jumping® Singapore included. Several of our studios ceased operations, and many courses and events were called off. Down but not out, we had to change to seize the opportunities ahead of us.

Seeing that our clients were still committed to their wellness activities, we started a trampoline rental service during the Circuit Breaker period. We began live-streaming classes and set up an on-demand virtual class subscription service. We also had an opportunity to host ten live-streamed Jumping® Fitness classes in conjunction with Sport Singapore’s Active Circle initiative. We rented out over a hundred trampolines within weeks and saw trampoline sales reach a record high.

*[continued next page]*



## JUMPING SINGAPORE

We finally welcomed back our jumpers to our studios in June at the start of Phase Two. The pandemic caused many people to be more focused than ever on the importance of their health and wellness, and demand for our classes soared as a result. We sold more than 1,000 trial passes and packages from June to December 2020.

From October 2020, Jumping® Singapore organised outdoor workouts twice a week to engage working adults under the Healthy Workplace Ecosystem programme by the Singapore Health Promotion Board. On New Year's Day, we hosted our first Jump For Hope event since the Circuit Breaker at the D'Marquee Downtown East in partnership with NTUC Club. More than 350 participants attended our community workouts and jump parties.

Jumping® Singapore remains optimistic and prepared to enter a post-COVID-19 world. We will continue to deliver value to our jumpers in creative ways and support the work of New Hope Community Services. Next year, we look forward to more business and community engagement opportunities as we face the pandemic together.



## KAMPUNG SIGLAP LIFESKILLS TRAINING & RETREAT CENTRE

**Kampung Siglap Lifeskills Training and Retreat Centre (“Kampung Siglap”)** is the first-of-its-kind facility designed for consistent, meaningful and deeper engagement between our clients and the larger community.

### A PREVALENT SOCIAL ISSUE

Over the years, we have seen low engagement rates from low-income individuals and families for programmes designed to equip them with the right skills and mindsets to break out of poverty. Owing to a “scarcity mindset”, low-income individuals and families are often consumed by their immediate problems and rarely think long-term.

### THE NEED FOR KAMPUNG SIGLAP

We believe that using financial incentives such as vouchers to encourage greater participation from our clients is not sustainable in the long run. Instead, we have observed that maximum involvement and engagement are more often achieved at retreats as compared to typical workshop and seminar settings.

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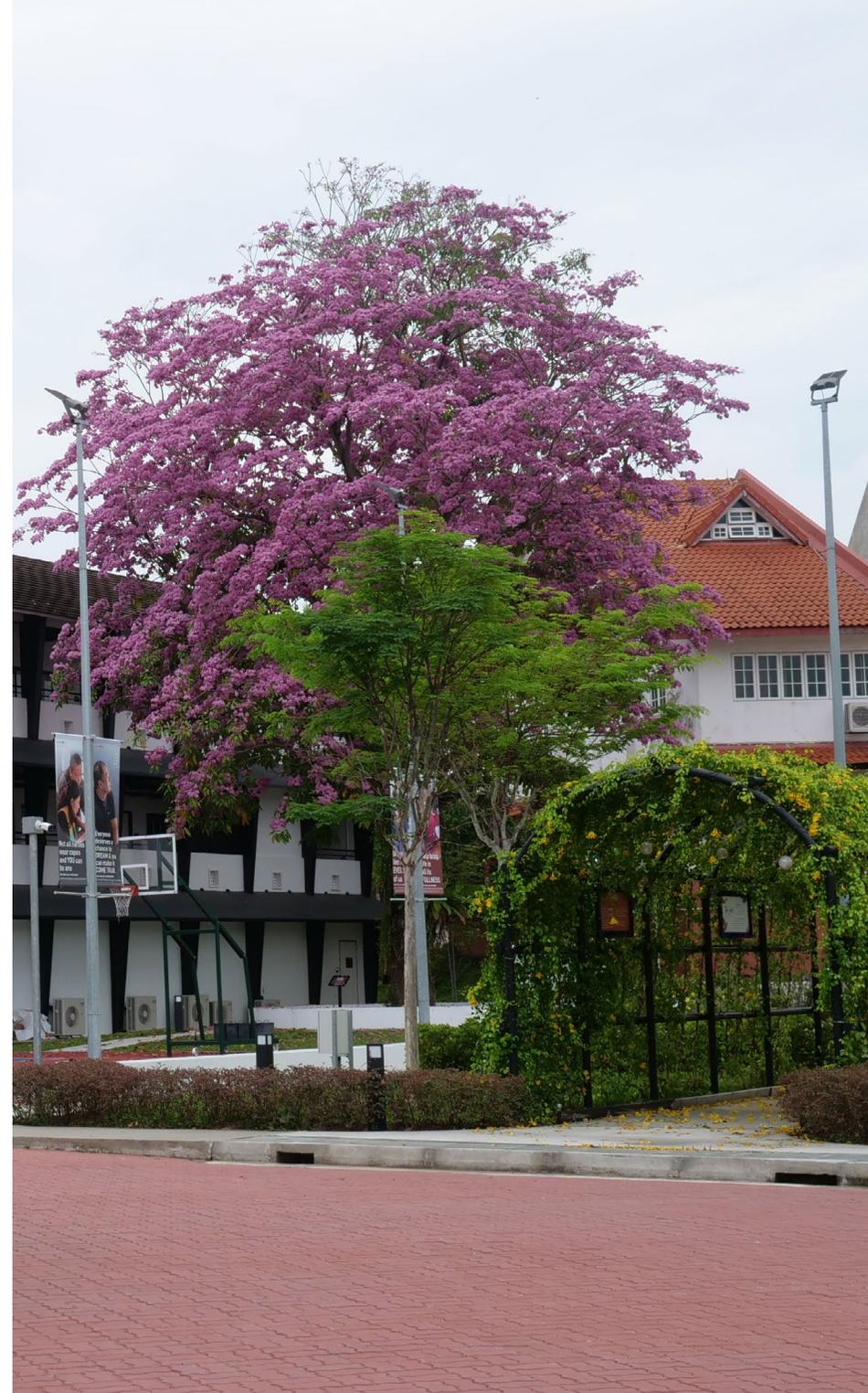


## KAMPUNG SIGLAP LIFESKILLS TRAINING & RETREAT CENTRE

Kampung Siglap is our solution for sustained engagement with our clients. The centre is equipped with beautiful facilities designed for retreats, workshops, sports and more. Kampung Siglap has the potential to not only benefit our clients but the broader social service community as well. We have developed six key mandates for Kampung Siglap, which are:

- To be a Bridge - Connecting You and I
- Bringing Hope and Transformation to the Lives of the Less-Advantaged
- A Platform for Volunteer Training
- A Community Hub for our Neighbours
- To Become the Centre of Excellence within the Social Sector
- A Driver of Sustainability in the Organisation

Scheduled to open in mid-2021, we are excited to finally see Kampung Siglap in action. Together, we can be a beacon of hope to the displaced and disadvantaged.



## FUNDRAISING

In the past, our fundraising efforts had been largely dependent on our annual event, Singapore Jump Fest organised by our social enterprise, Jumping® Singapore. However, this was not possible in lieu of the Government's safety distancing measures and restrictions on large gatherings.

In response, our fundraising team came up with an innovative social media campaign "#BuildAHomeNHCS". The campaign sought to get as many followers on Facebook and Instagram as possible to contribute time and effort into making a cardboard house with a written message of HOPE and posting a photo of it on their social media.

This helped to spotlight our clients' situations where they do not have a place they can call home as compared to many who were required to work from home

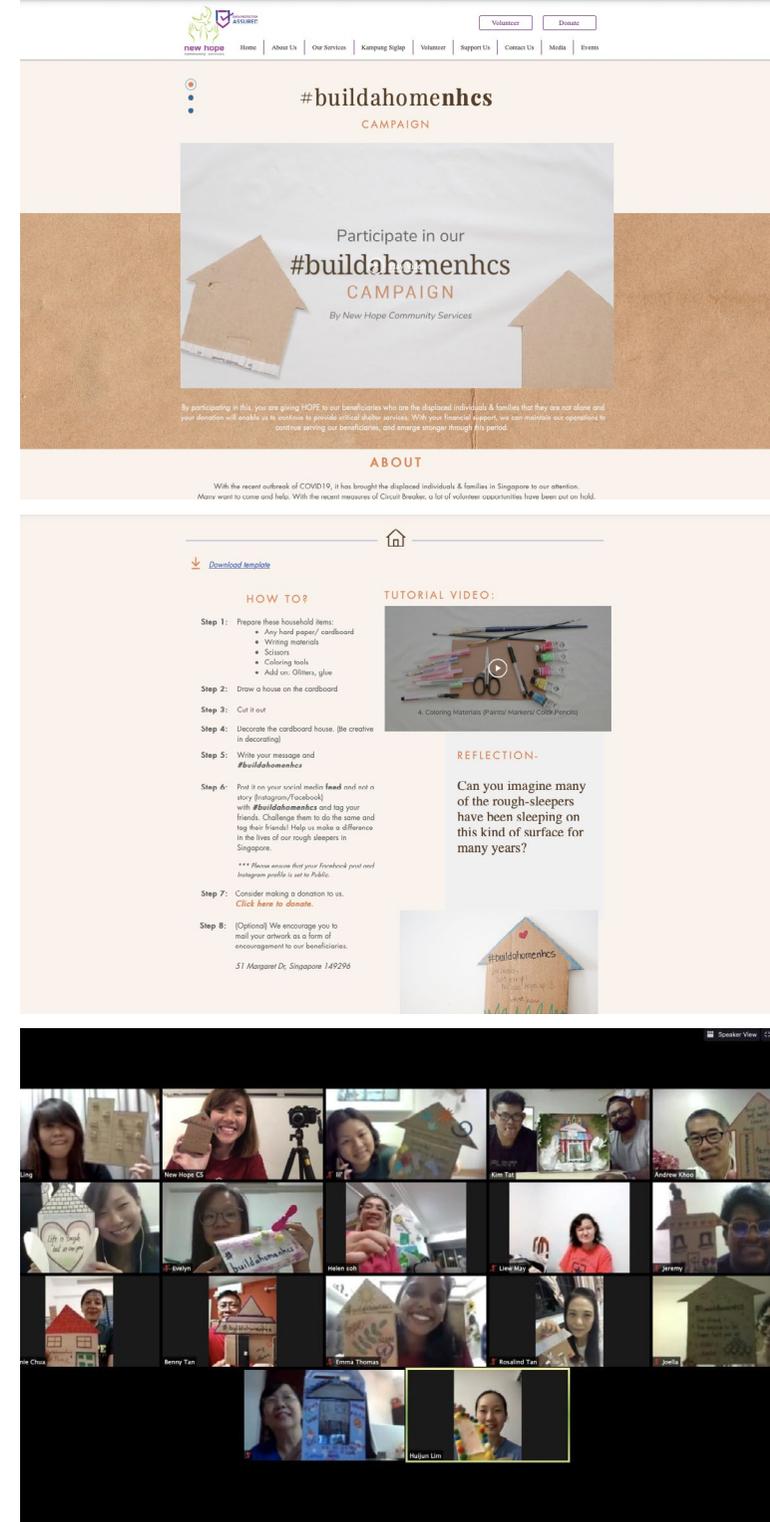
during the "circuit breaker" period. Those involved in our campaign also played a role in giving hope to our beneficiaries by sending a message that they are not alone through their support. Their donations also directly enabled us to continue providing shelter services at this critical time.

Thanks to the financial support we received, we have been able to maintain our operations to continue serving our beneficiaries, and emerge stronger than ever.

*"BuildAHomeNHCS" was conducted from 30 April to 30 September 2020.*

Funds raised

**\$345,000**



## FINANCIALS

**\$6.47M**

Total income in the past financial year<sup>1</sup>

### MAJOR SOURCES OF INCOME

**\$2.60M** from donations

**\$0.64M** from fund-raising activities

**\$0.02M** from investments

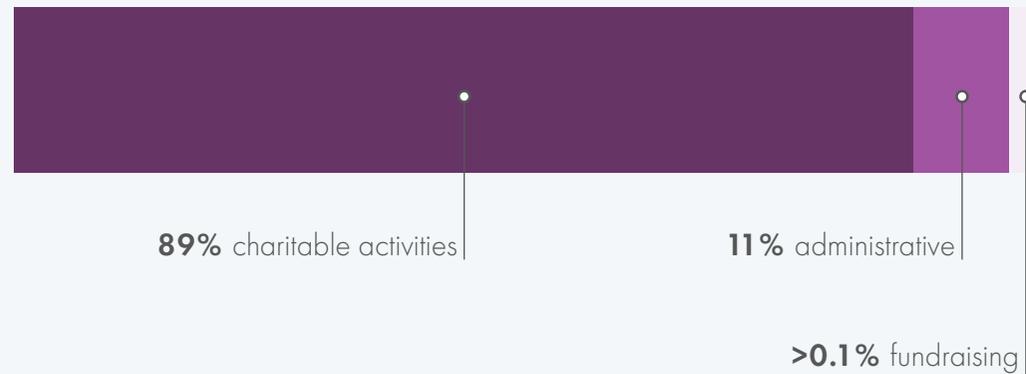
**\$2.58M** from grants and support funds

**\$0.64M** from other sources

**\$4.54M**

Total expenses in the past financial year

### ALLOCATION OF EXPENSES



You may read our full statement of financial activities at:  
[www.newhopecs.org.sg/financial-annual-report](http://www.newhopecs.org.sg/financial-annual-report)

<sup>1</sup> Financial year ended 31 December 2020.

OUR PEOPLE

**BUILDING A THRIVING WORKPLACE.  
CULTIVATING CHANGE MAKERS.**



## STAFF DEVELOPMENT

We believe a strong, positive working experience is key to creating a culture of excellence. Despite the challenges posed in 2020, we championed staff development through a combination of in-house training and external courses.

### **SKILLSFUTURE FOR DIGITAL WORKPLACE (SYNCHRONOUS E-LEARNING) PROGRAMME**

In August 2020, our staff engaged in the SkillsFuture Digital Workplace e-Learning course facilitated by ROHEI Learning & Consulting. Our team explored various ways to digitise and secure our work, learn Big Data, and make compelling stories using data.

### **PDPA HANDS-ON TRAINING 2020**

In July, a few selected staff underwent training to be Data Protection Officers. Our staff explored theories and key principles of PDPA guidelines in the workplace. With the help of legal consultants, our staff completed audits and proposed new methods to refine our PDPA practices.

### **GLOBAL LEADERSHIP SUMMIT 2020**

In November, around 15 staff gathered for leadership training via Zoom. Topics discussed ranged from resilience-building, instilling good practices in the workplace, and utilising technology in moving the organisation forward. In addition, staff were challenged to discover new ways of thinking and problem-solving in the workplace and adapt to changes in the future.

### **STAFF APPRECIATION NIGHT**

Due to Covid-19 restrictions, our annual retreats had to be postponed. Nonetheless, our management team held a Staff Appreciation Night in October 2020 via Zoom to thank our staff for their hard work in a challenging year for all.

## STAFF DEVELOPMENT



"To apply ideas and new concepts moving forward... (we) need to change the way we work and manage."

*Leah*

"The digital workshop was very informative. I enjoyed myself as it gave me information on the digital platform which I am not so well versed in."



*Iris*



"As an organisation, I believe we are becoming more aware of the dangers of cybersecurity. Given our work's sensitive nature, it is then important for us to pay attention to the way we manage what is entrusted to us."

*Emma*

## VOLUNTEER ENGAGEMENT

Due to Covid-19, we were less able to engage volunteers at our programmes and activities. Nevertheless, our volunteers still play an important role in helping us to restore hope to the displaced and disadvantaged in our community. Because together, we can make a real difference.

### VOLUNTEER ACTIVITIES IN 2020

CNY Lohei | Shelter painting, cleaning | Food distribution | Rations packing  
Temperature taking | Virtual tutoring | Gardening | Befriending  
Mid-autumn celebration | Digital literacy programme | Christmas outreach

729 volunteers engaged

500+ clients benefited



LOOKING AHEAD

**GOING FURTHER THAN EVER.  
CREATING LASTING IMPACT.**



## LOOKING AHEAD

### **PROJECT H.O.P.E**

As part of the continued collaboration between Transit Point @ Spooner and the Community Police from Bukit Merah East Neighbourhood Police Centre, Project H.O.P.E (Heartfelt Outreach for Prison Ex-Offenders) is a pilot programme that aims to assist our clients in their rehabilitation and reintegration into society through befriending and mentoring by a team of dedicated police officers.

Ex-offenders would be equipped with crime prevention knowledge and participate in volunteering opportunities to give back to society. The programme is expected to last two years. Upon completion, participants will be awarded a certificate endorsed by the police. If successful, this programme could be expanded to other communities of ex-offenders.

### **MATCHING AND MEDIATION**

The Matching and Mediation ("M&M") Programme is one of our planned initiatives to enhance the success rate and sustainability of our client's housing plans. Under the Joint Singles Scheme (JSS), two or more individuals may jointly purchase or rent an HDB flat. However, some people end up homeless again due to conflicts with their partners, even among those who found partners themselves.

Through the programme, our clients will be educated on the potential challenges of flat-sharing and be equipped with relevant coping skills, such as practising conflict resolution. In 2021, the M&M programme will be piloted with our clients from Transitional Shelter @ Jalan Kukoh and Transit Point @ Margaret Drive.

## LOOKING AHEAD

### **TRANSITIONAL SHELTER FOR INDIVIDUALS (THE “TRANSITIONAL SHELTER”)**

We have been selected as one of the two service providers for *Transitional Shelter for Individuals* located at Spooner Road to serve up to 250 cases. The mission of the Transitional Shelter is to enable homeless individuals to achieve stable long-term housing and enhance their level of self-sufficiency. The Transitional Shelter will provide:

- Temporary accommodation to homeless individuals who have exhausted all other means of accommodation; and
- Onsite social work intervention to address the complex needs of the admitted individuals to achieve long-term and stable housing.

The overarching goal of the Transitional Shelter is to support homeless individuals in achieving stable long-term housing. The Transitional Shelter should aim to achieve the following desired outcomes:

- Increased capacity, resilience and self-sufficiency of homeless individuals in coping and overcoming stressors;
- Increased financial capability and stability of homeless individuals;

- Homeless individuals exiting from homelessness and other short-term housing into stable long-term housing; and
- Homeless individuals sustaining stable long-term housing.

### **VOLUNTEER CENTRE @ KRETA AYER**

We have been selected by MCCY and the Kreta Ayer-Kim Seng CCC in December 2019 to be the main social service partner for the SG Cares Volunteer Centre Development Programme in the Kreta Ayer-Kim Seng constituency. This project enables us to take on a strategic role to recruit and develop capabilities of volunteers, curate volunteer opportunities and grow partnerships with stakeholders to meet the diverse needs in the Kreta Ayer area.

The Volunteer Centre will commence in April 2021.

## ORGANISATION DEVELOPMENT & TRANSFORMATION

**We are embarking on a transformative journey as part of our efforts to stay relevant to the changing environment and needs. We are currently in the midst of planning for our next phase of growth with the development of a strategic five year plan.**

The principles for this journey are:

1. To be inclusive, with participation from all staff, the management team and the Board.
2. To leverage on the NCSS Organisation Development Transformation framework.
3. To grow organically as we pivot to future possibilities.
4. To infuse a renewed spirit of hope and optimism for all stakeholders.



## HOW YOU CAN HELP

### VOLUNTEER WITH US

We are always open to more volunteers to help make a difference in our client's lives. If you are passionate towards our cause and have the time, feel free to contact us for volunteering opportunities.

Visit: [www.newhopecs.org.sg/volunteer](http://www.newhopecs.org.sg/volunteer)

### DONATION

Our programmes and services require constant stream of resources to operate, hence every donation goes a long way. We appreciate all our donors who contribute to keep our work going, whether in cash or in-kind.

Visit: [www.newhopecs.org.sg/donation](http://www.newhopecs.org.sg/donation)

*We process donations of \$50 and above for tax deduction. Which means that for every \$50 you give, \$125 will be deducted from your taxable income.*

### FUNDRAISE FOR US

Have a fresh fundraising idea? Perhaps you would like to put your ideas and marketing skills to good use. Whether as an individual or organisation, we welcome any fundraising effort on our behalf.

Email: [andrew.khoo@newhopecs.org.sg](mailto:andrew.khoo@newhopecs.org.sg)

### JOB PLACEMENT

If you are an employer who has employment opportunities for our clients, feel free to contact us! Your help goes a long way in helping our clients achieve financial independence.

Email: [es@newhopecs.org.sg](mailto:es@newhopecs.org.sg)

### SUPPORT JUMPING® SINGAPORE

Why not join our Jumping® Fitness classes? Suitable for all ages and levels, you can jump your way to health while helping the homeless and needy community at the same time! Proceeds go towards funding our services and programmes. Book a class today!

Visit: [www.jumpingsingapore.com](http://www.jumpingsingapore.com)

### PARTNER WITH KAMPUNG SIGLAP

A venue for partnerships and community building, we invite social service agencies, corporates, and anyone alike to partner with Kampung Siglap to hold retreat programmes, workshops, events and other such activities. You can take a virtual tour of our facilities on our website or reach out to us directly for any enquiries!

Visit: [www.kampungsiglap.com](http://www.kampungsiglap.com)

Email: [ks@newhopecs.org.sg](mailto:ks@newhopecs.org.sg)

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